

Fall 2024



Needs Assessment



Week 4

Objectives for Week 3:

By the end of today's lecture, you will be able to:

1. Describe and differentiate between individual and organizational training needs
2. Describe steps in conducting organisational, task, and personal analyses
3. Contrast between differences sources of data used for needs assessments

Assigned Readings:

- Chapter 3



Needs Analysis: For Individuals and Organizations

Needs Analysis: Broadest Definition...

“The organizational process of collecting and analyzing data that supports decision making about when training is the best option (or not) to improve individuals’ performances, define who should be trained, and exactly what content should be taught.”
(Clarke, 2003)

Training Needs

- **Performance Gap:** the difference between what an employee is actually doing and what they should be doing.
- Exist at organizational and individual level

AVOID: “what they should be doing”
PREFERRED:
what we expect them to do.

Needs Analysis

Goal of Needs Analysis

- First step in the instructional design process
- Ensures organization is NOT trying to use training to fix a problem that might be due to policies and procedures, technology, workflow, motivational issues, or employee attitudes

*** *Often skipped by know-it-alls.*

Determining Learning Outcomes

- Provides a framework for the design, delivery and evaluation of training

Table 3.1 Types of Needs

Need	Definition	Example
Self-identified	What individuals think they want to learn	A gap between the skills an employee has and wishes they had
Comparative	Gaps observed between a group and individuals	Specific challenges faced by individual employees
Compliance	Mandated by law	Sexual harassment training
Unperceived	A gap between the present situation and an optimal situation as diagnosed by subject matter experts	New developments in the field; industry performance standards
Anticipated	Studying factors that may affect performance	New and better ways to perform a task

Source: Sadik, M.A. (2016), Get your training needs assessment right. *Training—International Waters*, 7, 18–21.

www.hrfuture.net

Individual vs. Organizational Needs Analysis

Needs at the organizational level:

Knowledge skills
and Ability

KSAs about organizational structure, policies, procedures, conditions/terms of employment

Needs at the individual level:

Related to the job itself

New needs could emerge from performance reviews

The Manufacturing Skills Gap

<https://www.youtube.com/watch?v=99BZ4MZsgFI>



What types of needs are noted here?

Performance gap for individuals

Organization training needs gaps

Scope of Needs Analysis

Requires a broad and proactive focus on present and emerging competencies

Recommendation to use mixed techniques qualitative and quantitative data simultaneously.

Observations are key!

3 levels of analysis:

Micro: employee interaction and learning

Meso: organizational inputs & outputs

- **SWOT Analysis:** Defines strengths, weaknesses, opportunities, and threats
- **PESTEL Analysis:** Identifies external forces facing an organization: political, economic, social, technological, environmental, and legal

Macro: analysis of broader industry, region or country

Please do not have training as the default for a performance issue.

Good training is expensive and takes time.

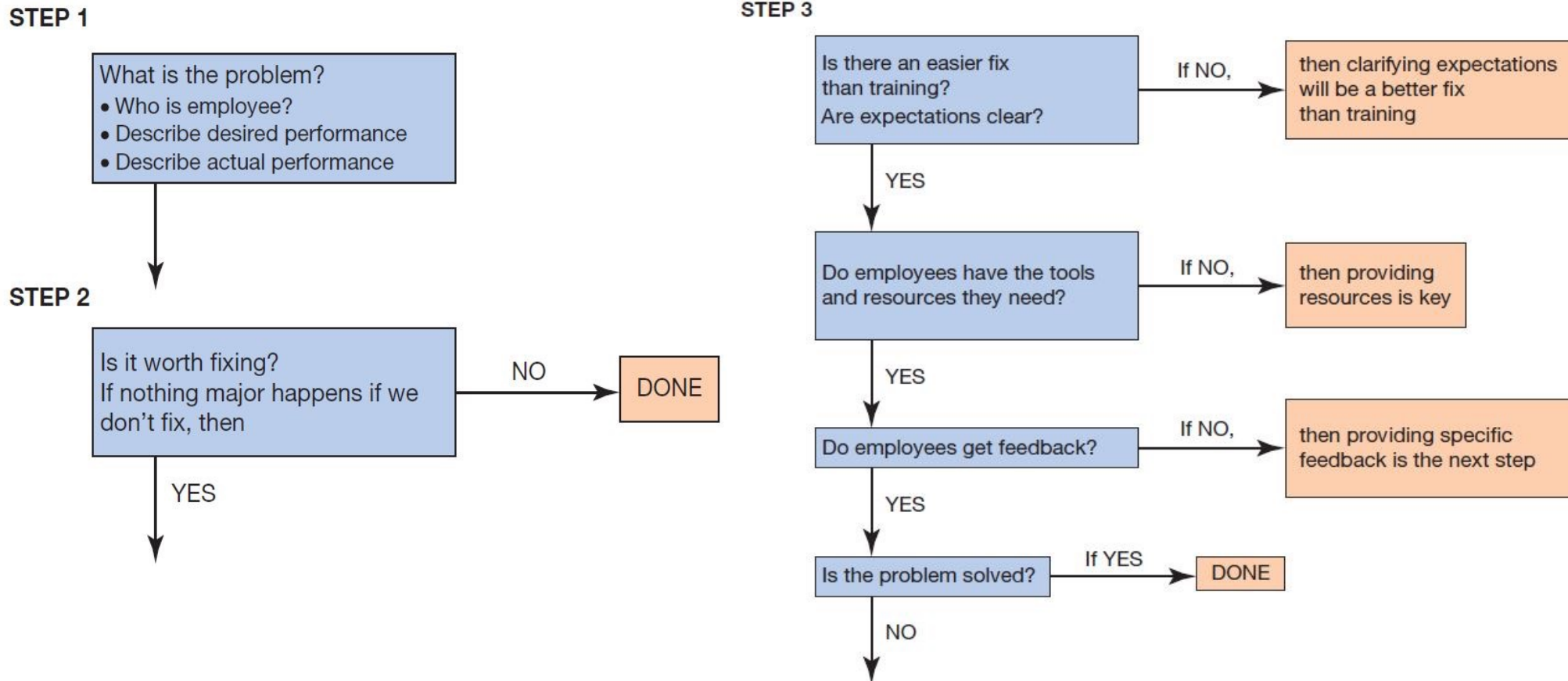
Bad training is quick and ineffective, but looks good.

The phrase to put "lipstick on a pig" means making superficial or cosmetic changes to a product in a futile effort to disguise its fundamental failings.

Source: Wikipedia (2024)

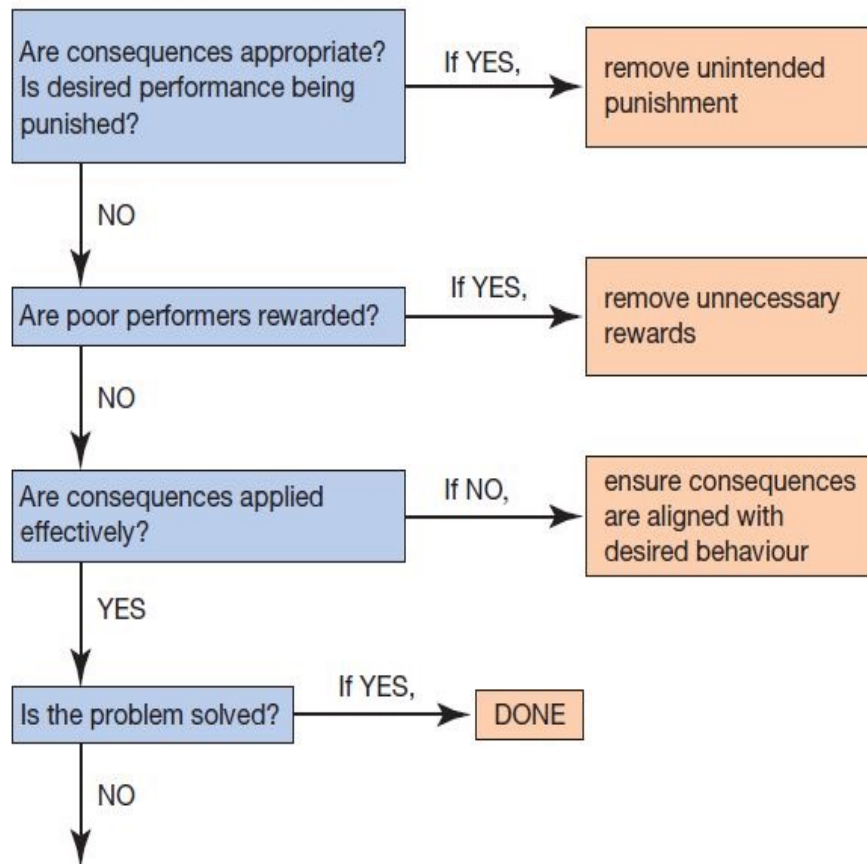


Mager and Pipe's Flowchart: Performance OR Training

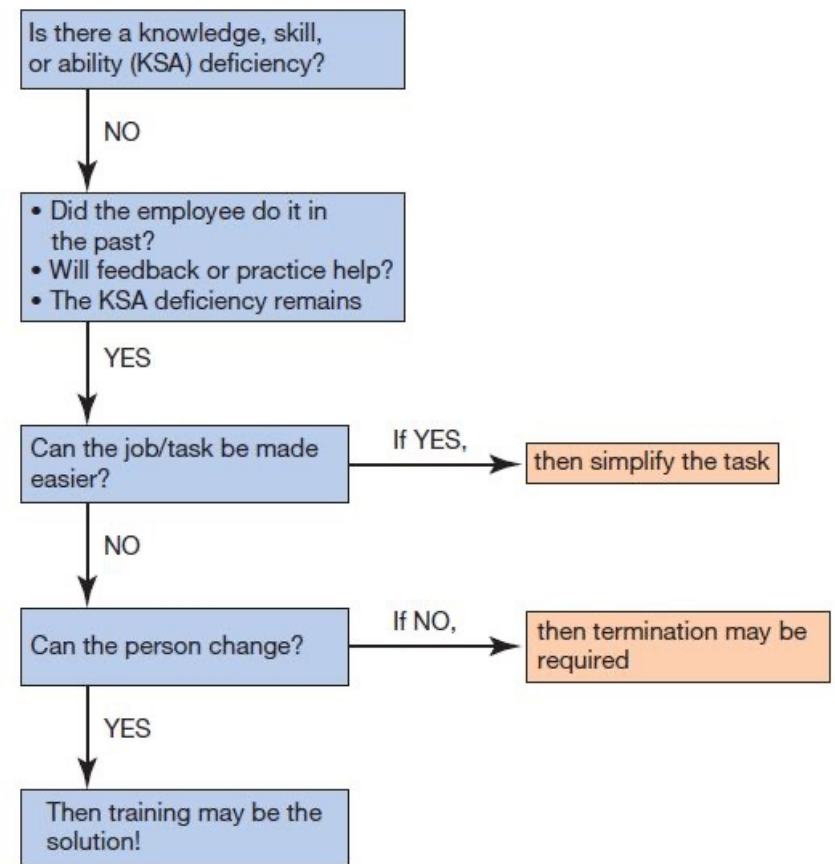


Mager and Pipe's Flowchart: Performance OR Training

STEP 4



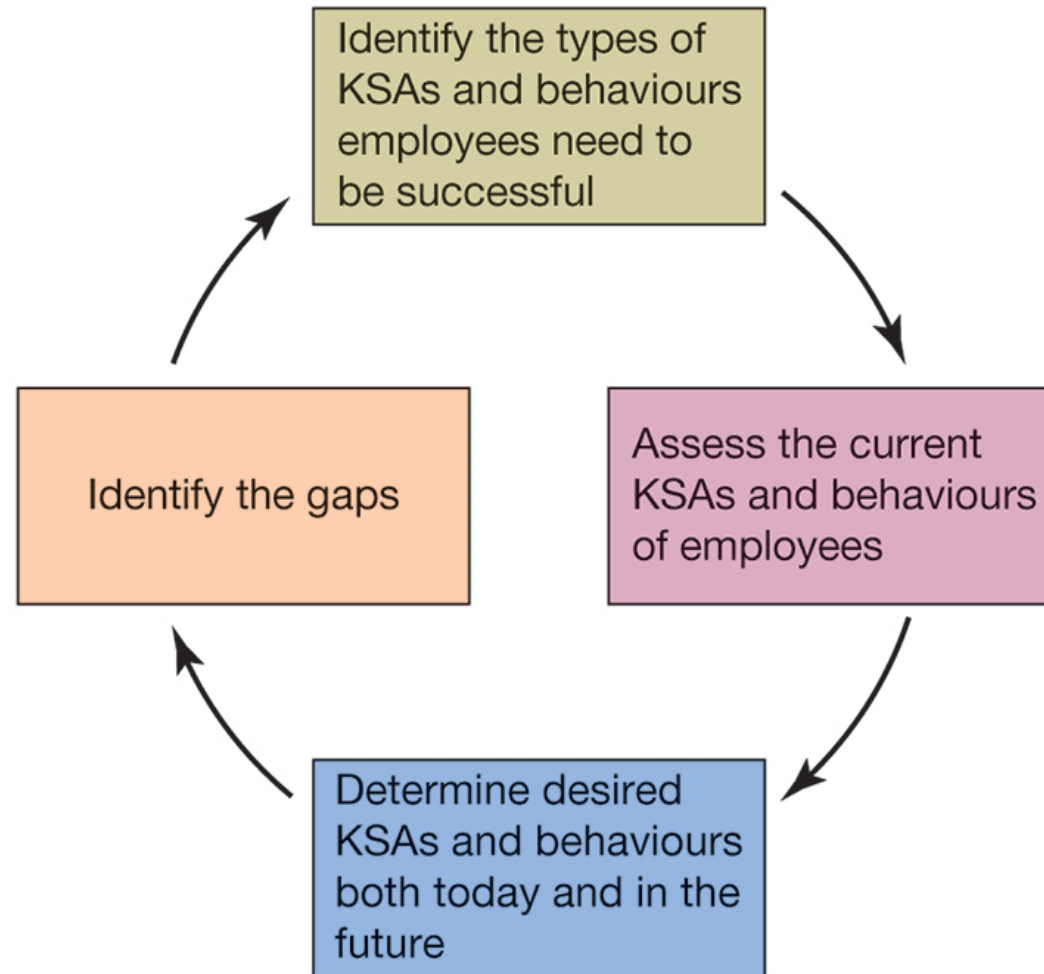
STEP 5





Step by Step Guide: Needs Analysis

Overview of Needs Assessment Process



Needs Analysis Step by Step Process

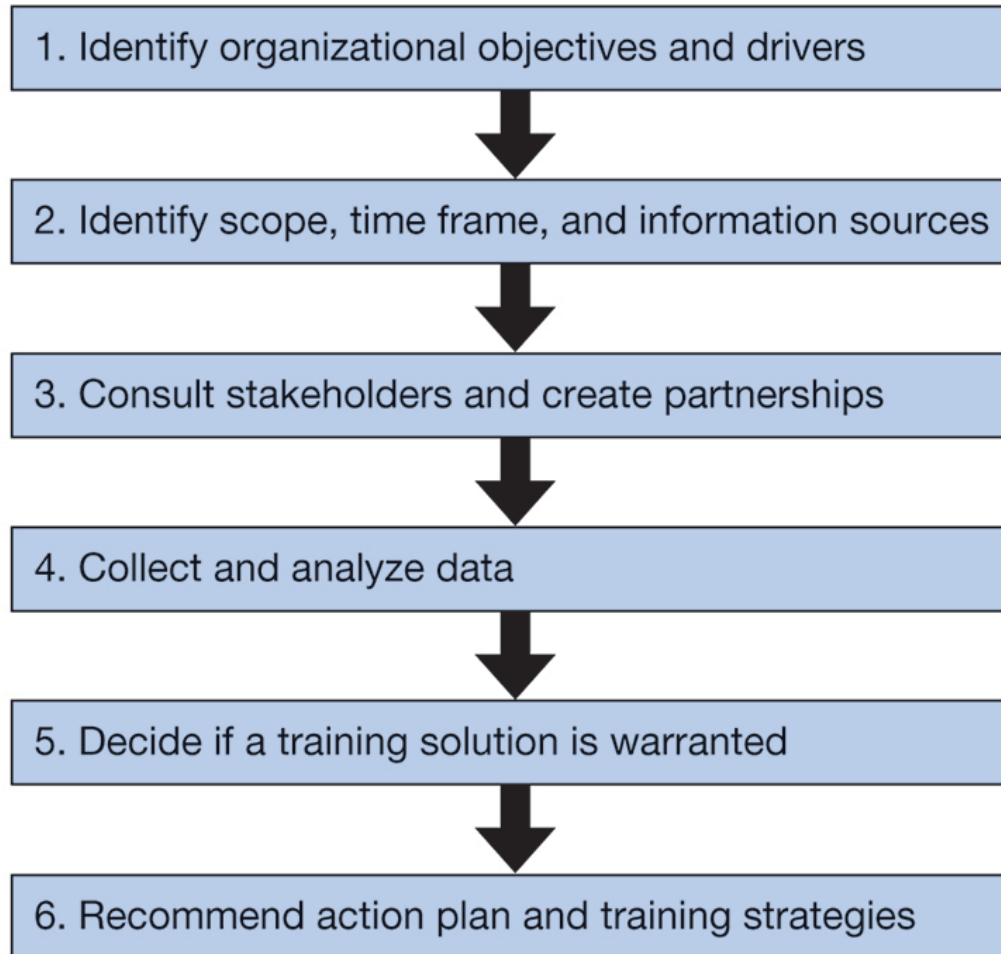


Figure 3.3 The Needs Analysis Process

Organizational, Task, and Person Analysis (1 of 2)

Organizational Analysis

- Mission, goals & objectives
- Resource allocation
- Organizational context
- Impact of the environment

Task Analysis

- Select job(s)
- Preliminary list of tasks
- Validate list of tasks
- Identify KSAs required

Organizational, Task, and Person Analysis (2 of 2)

Person Analysis

- Evaluate employee performance
 - a) output measures
 - b) self-assessment

Are there performance gaps that can be solved through training?

Methods: Questionnaires

Advantages

- Inexpensive
- Large source possible
- Data is easily summarized and reported
- Can be completed anonymously

Disadvantages

- Requires significant development time
- Risk of low return rates or being ignored when overused
- Lacking detail
- May include employee information inaccurately recorded (elevated ratings, misunderstood questions)

Methods: Interviews

Advantages

- Good at uncovering details of training needs, causes and solutions of problems
- Allows exploration and clarification
- Looks at behaviours and attitudes as well as KSAs
- Spontaneous feedback
- Engages participants

Disadvantages

- Time consuming
- Difficult to analyze and quantify results
- Needs experienced interviewer
- People may provide answers they think you want to hear

Methods: Focus Groups

Advantages

- Can help with complex or controversial issues
- Allows interaction between differing viewpoints
- Enhances buy-in, builds consensus

Disadvantages

- Time consuming to plan
- Group members may be reluctant to participate
- Can produce highly qualitative data
- Can create conflict

Case Example

<https://www.youtube.com/watch?v=DLejdG-y2aE>

Are graduate students ready for employment in the future? Are they “trained” effectively? Are there any gaps?

Data Sources Used for Needs Analysis

Three Popular Methods

- Questionnaires
- Interviews
- Focus groups



AI and Learning and Development

What is Generative AI?

A deep-learning models that can generate high-quality text, images, and other content based on the data they were trained on

For generative AI (learning) platforms: the “data” is learner data and it’s then used to assess competencies and “learning styles”

So... it’s a data-driven approach for the creation or recommendation of customized learning content.

Source: <https://research.ibm.com/blog/what-is-generative-AI> (2024)

Ways Generative AI can impact T & D

1. Personalized Learning Pathways
2. Continuous Content Evolution
3. Immersive Simulation Scenarios
4. “Real-time” and “behind the scenes” skill gap analysis
5. Mentorship & feedback

Sana Labs: Founded in 2016 in Sweden

Personalized Learning Experience

<https://www.youtube.com/watch?v=zjkvgM4ouNk>

Merck

<https://www.youtube.com/watch?v=Kc8QRNFTSyM>

Svea Solar



Summary & Exit Quiz